



28<sup>th</sup> July 2020

The Manager Corporate Relationship, BSE Limited, 1 <sup>st</sup> Floor, New Trading Ring, Rotunda Building, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001.	The Manager National Stock Exchange of India Ltd. Exchange Plaza, 5 <sup>th</sup> Floor, Plot No.C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai 400 051.
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Dear Sir,

**Sub: Investor Presentation – Quarter ended 30<sup>th</sup> June 2020**

Pursuant to Regulation 29 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we attach herewith the Investor Presentation – Q1FY21 which is also being posted on our website [www.kotak.com](http://www.kotak.com).

Kindly acknowledge receipt.

Yours faithfully,  
**Kotak Mahindra Bank Limited**

**Bina Chandarana**  
**Joint President & Company Secretary**  
Encl: as above.

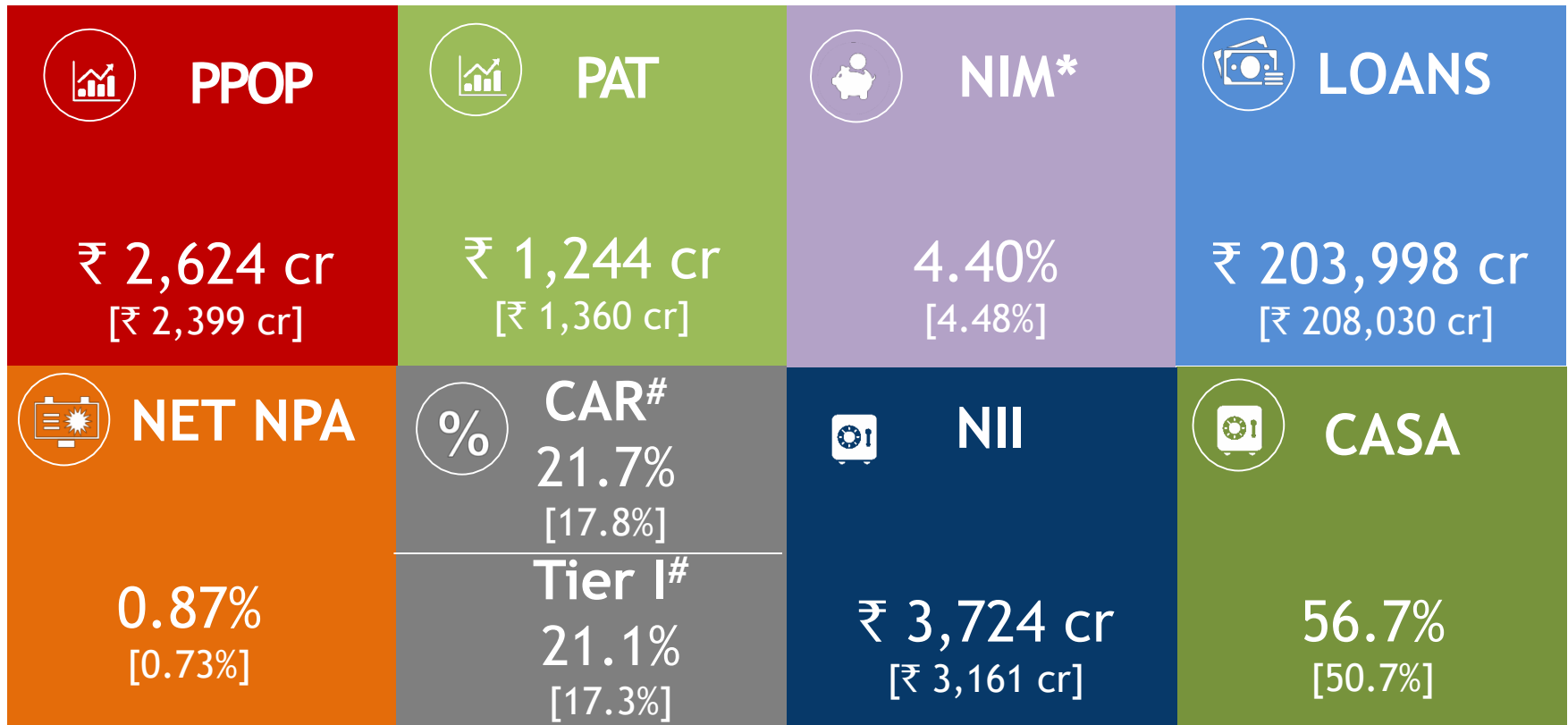
Kotak Mahindra Bank Ltd.  
CIN: L65110MH1985PLC038137

Registered Office:  
27 BKC, C 27, G Block,  
Bandra Kurla Complex,  
Bandra (E), Mumbai 400051,  
Maharashtra, India.

T +91 22 61660001  
[www.kotak.com](http://www.kotak.com)

# INVESTOR PRESENTATION Q1FY21

# Standalone Highlights Q1FY21



Figures in [brackets] are Q1FY20 numbers

\*Doesn't include dividend income and interest on income-tax refund

# As per Basel III, including unaudited profits. Excluding profits CAR: 21.2%, Tier I: 20.6%

# Profit and Loss Account



₹ cr	Q1FY21	Q1FY20	Q4FY20	FY20
Net Interest Income	3,724	3,161	3,560	13,500
Other Income	774	1,317	1,489	5,372
<i>Fee and Services</i>	776	1,162	1,270	4,731
<i>Others</i>	(2)	155	219	641
<b>Net Total Income</b>	<b>4,497</b>	<b>4,478</b>	<b>5,049</b>	<b>18,872</b>
Employee Cost	911	902	970	3,878
Other Operating Expenses	963	1,177	1,354	4,973
<b>Operating Expenditure</b>	<b>1,874</b>	<b>2,079</b>	<b>2,324</b>	<b>8,851</b>
<b>Operating Profit</b>	<b>2,624</b>	<b>2,399</b>	<b>2,725</b>	<b>10,021</b>
Provision On Adv/Receivables (net)	353	273	373	1,476
General provision - COVID related	616	-	650	650
Provision On Investments	(7)	44	24	90
<b>Provision &amp; Contingencies</b>	<b>962</b>	<b>317</b>	<b>1,047</b>	<b>2,216</b>
<b>PBT</b>	<b>1,662</b>	<b>2,082</b>	<b>1,678</b>	<b>7,805</b>
Provision For Tax	418	722	411	1,858
<b>PAT</b>	<b>1,244</b>	<b>1,360</b>	<b>1,267</b>	<b>5,947</b>

# Fees & Services

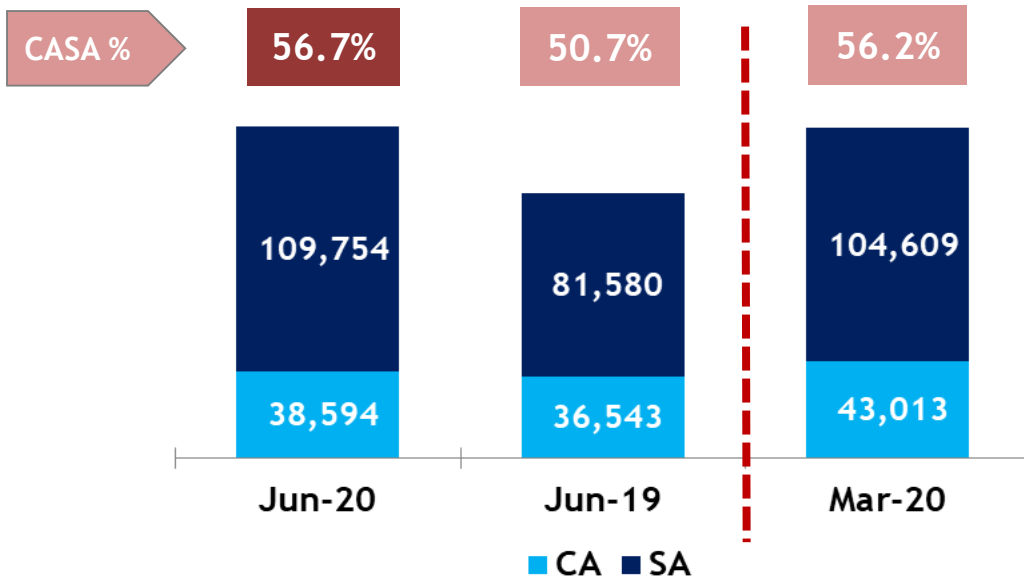


₹ cr	Q1FY21	Q1FY20	Q4FY20	FY20
Distribution & Syndication Income	144	114	234	590
General Banking Fees	607	1,018	1,007	4,021
Others	25	30	29	120
<b>Fees and Services</b>	<b>776</b>	<b>1,162</b>	<b>1,270</b>	<b>4,731</b>

# Deposits



## CASA (₹ cr)

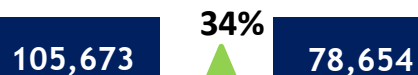


## Wholesale floating rate SA (included above)



## YoY %

## Avg SA (YTD)



## Avg CA (YTD)



## Highlights

CASA & TDs below ₹ 5 cr, as % of total deposits

90% [82%]

TDs below ₹ 1 cr

₹ 67,643 cr  
[₹ 60,003 cr]

TD Sweep, as % of total deposits

7.2% [7.0%]

Cost of SA

4.22% [5.51%]

Average SA deposits crossed ₹ 1 lakh cr

CDs

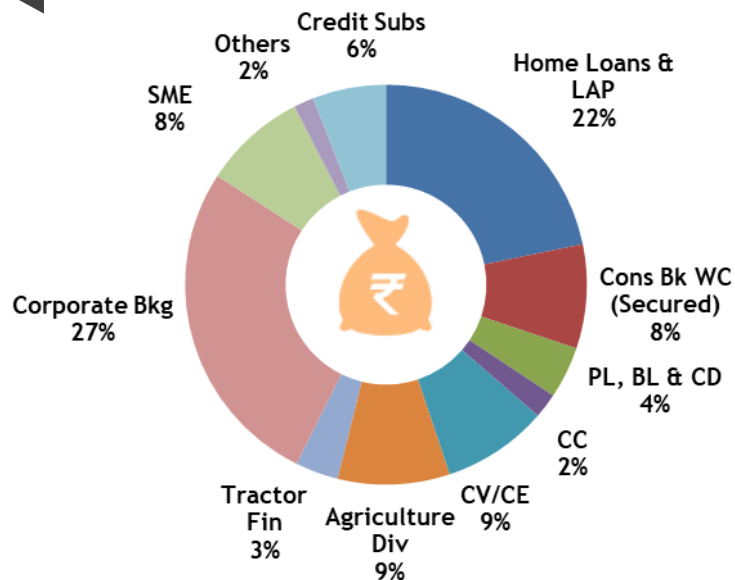
₹ 2,545 cr  
▼ 69% YoY

Branch count stood at 1,600 (excl. GIFT & DIFC) as on 30<sup>th</sup> Jun, 2020

Figures in [brackets] are Q1FY20 numbers

# Customer Assets

30-Jun-20 (₹ 216,819 cr)



## Customer Assets

₹ cr	30-Jun-20	30-Jun-19	31-Mar-20
Home Loans & LAP	47,168	43,571	48,516
Consumer Bank WC (Secured)	18,240	19,173	19,839
PL, BL and Consumer Durables	9,088	9,357	9,754
Credit Cards	4,343	4,549	4,701
CV/CE	18,442	19,910	19,253
Agriculture Division	19,548	19,462	21,188
Tractor Finance	7,503	6,524	7,569
Corporate Bkg	58,119	58,495	64,564
SME	18,048	22,923	20,291
Others	3,499	4,066	4,073
<b>Total Advances</b>	<b>203,998</b>	<b>208,030</b>	<b>219,748</b>
Credit Substitutes	12,821	9,416	9,222
<b>Total Customer Assets</b>	<b>216,819</b>	<b>217,446</b>	<b>228,970</b>

# Specific Sectors Exposure



## Specific Sectors as per Basel III

Outstanding* (₹ cr)	30-Jun-20	%	30-Jun-19	%	31-Mar-20	%
NBFCs	12,304	4.5%	11,466	4.2%	11,294	4.0%
:Of which HFC	4,921	1.8%	3,715	1.4%	4,548	1.6%
CRE (excl LRD)	6,106	2.2%	4,468	1.6%	6,251	2.2%
LRD	4,400	1.6%	4,417	1.6%	4,457	1.6%
<b>Total including above</b>	<b>272,772</b>		<b>274,254</b>		<b>285,585</b>	

*\*Above outstanding includes Loans, non-SLR investments, bank balances, current exposure and non-fund*

## ECLGS

- Participated in ECLG Scheme
- Disbursals till 30<sup>th</sup> Jun, 2020: ~ ₹ 550 cr
- Disbursals till 23<sup>rd</sup> Jul, 2020: ~ ₹ 4,000 cr



# Asset Quality



## Asset Quality

₹ cr	30-Jun-20	30-Jun-19	31-Mar-20
GNPA	5,619	4,614	5,027
NNPA	1,777	1,524	1,558
GNPA (%)	2.70%	2.19%	2.25%
NNPA (%)	0.87%	0.73%	0.71%
PCR (excl standard and COVID provision)*	68.4%	67.0%	69.0%
Slippages for the quarter	796	751	491

\* *excl technical write-off*

Total provisioning towards advances (including specific, standard, COVID provisions) higher than the GNPA of the Bank

SMA2 outstanding - ₹ 96 cr, 0.05% of net advances (PY: ₹ 332 cr, 0.16% of net advances)

- Moratorium 2 @ 9.65% of loan book at 30<sup>th</sup> Jun, 2020. This included 9.15% from Moratorium 1
- ~ 80% of moratorium 2 book is secured
- COVID provisioning as on 30<sup>th</sup> June, 2020: ₹ 1,266 cr

# Balance Sheet



₹ cr	30-Jun-20	30-Jun-19	31-Mar-20
Capital & Reserves and Surplus	57,709	44,290	49,015
Deposits	261,524	232,931	262,821
CA	38,594	36,543	43,013
SA	109,754	81,580	104,609
Term Deposits	113,176	114,808	115,199
Of which: TD Sweep	18,884	16,375	17,467
Borrowings	47,920	27,242	37,993
Other Liabilities and Provisions	11,126	10,646	10,423
<b>Total Liabilities</b>	<b>378,279</b>	<b>315,109</b>	<b>360,252</b>

₹ cr	30-Jun-20	30-Jun-19	31-Mar-20
Cash, Bank and Call	59,543	18,839	53,292
Investments	102,693	77,259	75,052
Government Securities	84,571	64,532	61,906
Credit Substitutes	12,821	9,416	9,222
Others	5,301	3,311	3,924
Advances	203,998	208,030	219,748
Fixed Assets and Other Assets	12,045	10,981	12,160
<b>Total Assets</b>	<b>378,279</b>	<b>315,109</b>	<b>360,252</b>

Raised ₹ 7,442 cr through QIP issue

Average LCR > 150%

# COVID Impact and Response



COVID-19 has adversely impacted near term growth outlook globally as well as domestically. RBI, ratings agencies, economists, banks have projected GDP de-growth in FY21

## Business continuity

- The Bank's priorities have been the safety of its employees, and continuity of customer service
- Most branches and large offices have been operating at partial capacity, following all safety protocols
- Employees, wherever possible, have been encouraged to work from home; most of them are doing so even today
- The Bank has ensured uninterrupted service and customer support via digital channels
  - New 811 accounts continued to be opened throughout Q1FY21
  - 97% of recurring deposits and 87% of fixed deposits were sourced digitally during Q1FY21
  - First bank to launch a zero-contact, completely digital video KYC account opening process

## Impact on business

- The economic slowdown and lockdowns have had a consequent impact on certain business areas including new loan origination and collections, and could also result in a rise in credit costs
- The Bank continues to leverage technology and maintains focus on costs and productivity, to minimize such impact
- The Bank operationalized the RBI's regulatory package for COVID-19 and implemented the Government of India's ECLG Scheme

## Capital adequacy

- During the quarter, the Bank raised ₹ 7,442 cr via QIP
- The Bank's capital adequacy ratio at 21.2% as on 30<sup>th</sup> June, 2020

## Community support

- The Bank has made contributions to national and state level funds, and also donated food packets, masks, face shields, PPEs to doctors, nurses and policemen on COVID-19 duty
- Via a partnership with Campaign Gratitude, Kotak customers can make direct contributions towards COVID-19 causes, matched by CSR donations from the Bank

## Q1FY21

**~97%**

- Recurring Deposit sourced digitally

**~87%**

- Fixed Deposit sourced digitally

**~61%**

- Mobile Banking growth YoY\*^ (Volume)

**~31%**

- YoY^ growth in monthly active users on Mobile Banking

**~85%**

- Mobile banking customers are ONLY on mobile app (Jun 20)

**~24X**

- Logins on mobile banking compared to Net Banking (Jun 20)

**~5X**

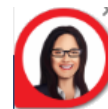
- YoY^ growth in Monthly Service Requests via Keya Chatbot (Jun20)



## New Features



- **Sovereign Gold Bond**  
Customers can apply to buy SGB on Mobile App



- **Keya Chatbot**
  - Ability to reschedule delivery of packages
  - Live chat for Privy customers
  - Added skills for New Products (Video KYC, Payday Loan, NRI related)
  - Used crowd sourcing to increase knowledge base by 105%



- **Video KYC**  
First bank to launch a zero-contact, completely digital video KYC account opening process

\* (RBI Report) Mobile Banking Transaction includes UPI transactions from other app where debit account is Kotak account

^ Jun 20 vs Jun 19

## Key Highlights



**1.7X** growth of consumer volumes in Q1FY21 over Q1FY20



**21X** growth of registered UPI merchant base as at end of Q1FY21 v/s Q1FY20

**~8X** growth of UPI transactions acquired in Q1FY21 v/s Q1FY20



KayMall

- In-App/Online **Grocery Shopping** launched for customers during the COVID-19 lockdown
- Grocery contributed to 26% of total KayMall volume in Q1

## Key Trends



Open Banking has enabled new **10** API relationships in Q1 FY21 with **~11.6X** transaction growth in Q1FY21 over Q1FY20



Consumer UPI P2M (Peer to Merchant) Checkouts have grown **~2.2X** in Q1FY21 over Q1FY20



% Share of P2M Merchant checkout transactions have grown **1.3X** i.e. **44%** of UPI transactions in Q1FY21 over **34%** of UPI transactions in Q1FY20

- Donation to PM Cares Fund was launched on Website, Net and Mobile Banking
  - Launched a seamless process for direct fund transfer on Digital Channels
- Online application form for Installment moratorium with OTP based authentication
- A new website section to educate customer about changes in banking operations & awareness campaigns for digital banking and Safe Banking
- Role of automation in managing service volume volatility
  - To handle processing of MSME loans, multiple BOTS were institutionalized within a day



eSign: Eco-friendly & completely paperless documentation.

For unsecured SME loan documents signing, both at Bank's and at the customer's end.



## Benefits to the Bank

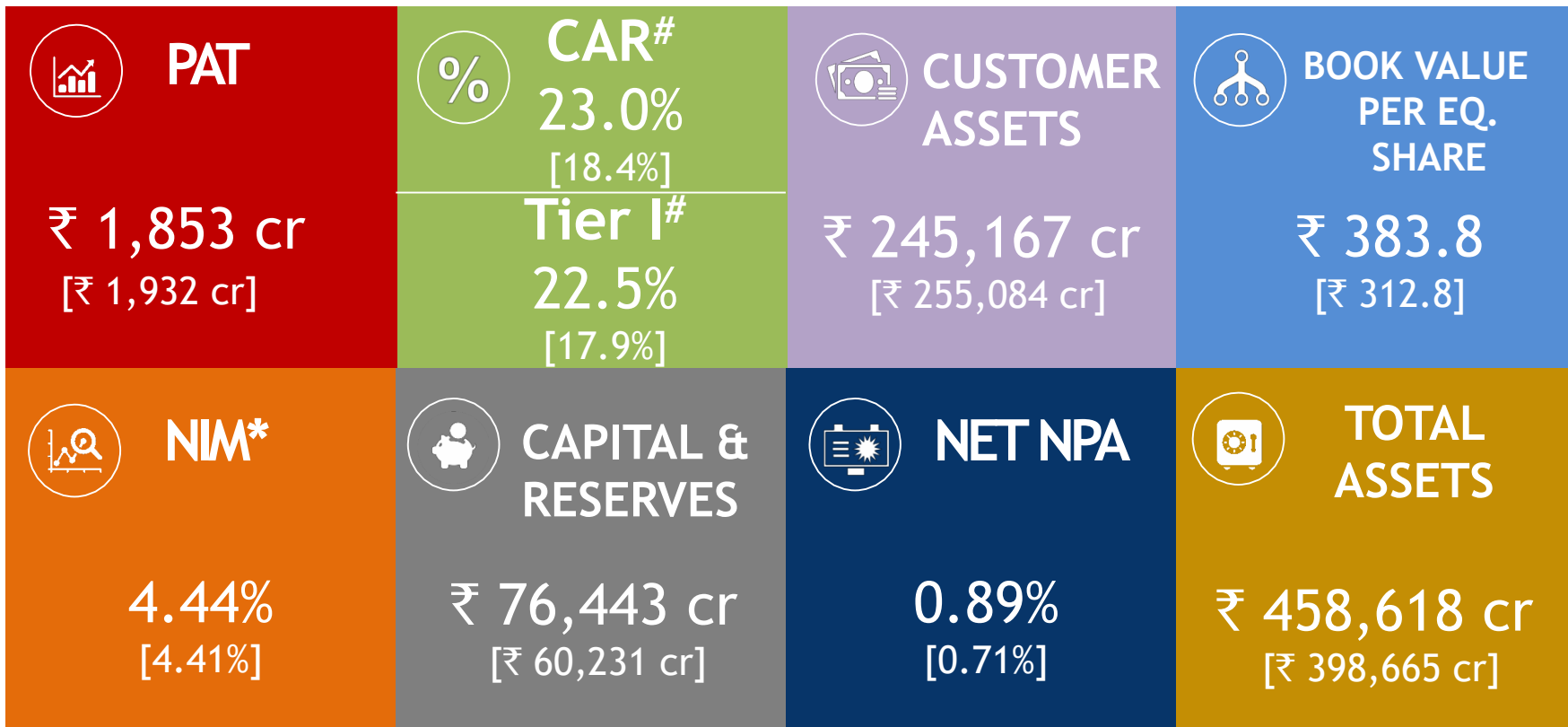
- Removes need for physical presence
- Eliminates cost of printing, scanning, overnight delivery, travel
- Eliminates risk of forgery
- Shorter Turn Around Time

## Benefits to the customers



- Customer can eSign from anywhere in the world
- Eliminates need to take a printout, sign, scan and courier documents

# Consolidated Highlights Q1FY21



Figures in [brackets] are Q1FY20 numbers

# As per Basel III, including unaudited profits. Excluding profits CAR: 22.5%, Tier I: 21.9%

\* Doesn't include dividend income and interest on income-tax refund

Financial results have been prepared under Indian Generally Accepted Accounting Principles

# Consolidated PAT



₹ cr	Q1FY21	Q1FY20	Q4FY20	FY20
Kotak Mahindra Bank	1,244	1,360	1,267	5,947
Kotak Mahindra Prime	68	153	161	673
Kotak Mahindra Investments	43	63	77	270
Kotak Securities	169	110	163	550
Kotak Mahindra Capital	6	45	(7)	79
Kotak Mahindra Life Insurance	161	134	165	608
Kotak Mahindra General Insurance	13	(2)	(9)	(28)
Kotak AMC and TC	71	73	88	337
International Subsidiaries	54	29	30	119
Others	22	19	16	106
<b>Total</b>	<b>1,851</b>	<b>1,984</b>	<b>1,951</b>	<b>8,661</b>
Affiliates and Others	2	(52)	(46)	(68)
<b>Consolidated PAT</b>	<b>1,853</b>	<b>1,932</b>	<b>1,905</b>	<b>8,593</b>

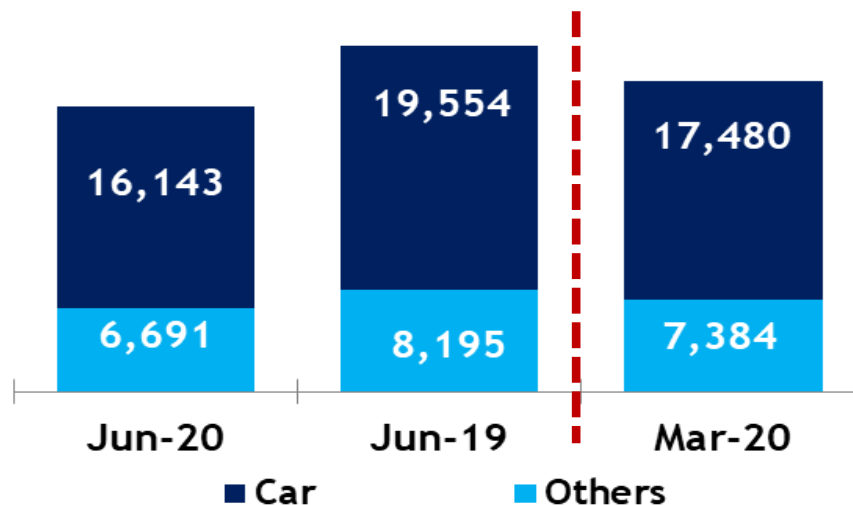


# Entity wise Capital & Reserves and Surplus



₹ cr	30-Jun-20	30-Jun-19	31-Mar-20
Kotak Mahindra Bank	57,709	44,290	49,015
Kotak Mahindra Prime	6,157	5,568	6,088
Kotak Mahindra Investments	1,902	1,652	1,860
Kotak Securities	4,698	4,089	4,529
Kotak Mahindra Capital	628	588	622
Kotak Mahindra Life Insurance	3,515	2,879	3,354
Kotak AMC and TC	957	623	886
Kotak Infrastructure Debt Fund	391	356	383
Kotak Mahindra General Insurance	177	146	165
International Subsidiaries	1,281	1,035	1,230
Kotak Investment Advisors	372	351	365
Other Entities	283	231	275
<b>Total</b>	<b>78,070</b>	<b>61,808</b>	<b>68,772</b>
Affiliates	954	941	942
Inter-company and Others	(2,581)	(2,518)	(2,580)
<b>Consolidated Capital &amp; Reserves and Surplus</b>	<b>76,443</b>	<b>60,231</b>	<b>67,134</b>

## Customer Assets\* (₹ cr)

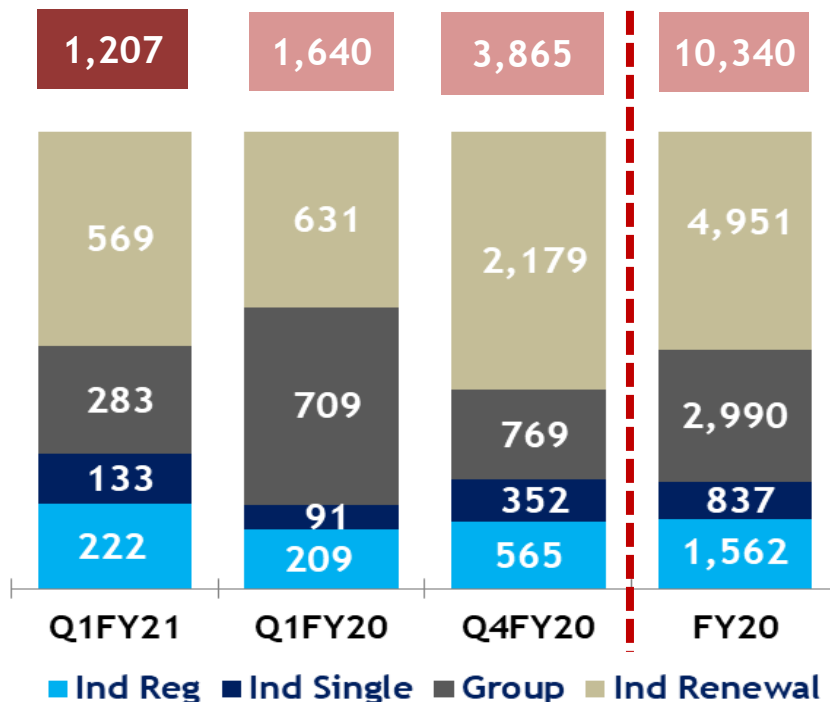


₹ cr	Q1FY21	Q1FY20	Q4FY20	FY20
NII	300	299	313	1,229
Other Income	12	63	99	291
<b>NII and Other Income</b>	<b>312</b>	<b>362</b>	<b>412</b>	<b>1,520</b>
Profit Before Tax	93	235	203	923
<b>Profit After Tax</b>	<b>68</b>	<b>153</b>	<b>161</b>	<b>673</b>
NNPA (%)	1.07			
CAR (incl unaudited profits) (%)	26.2			
ROA (%) - annualised	1.0			

\* Includes loans and credit substitutes

**COVID provision ₹ 38 crore during Q1FY21 (Q4FY20: ₹ 50 cr)**

## Gross Written Premium (₹ cr)



## Highlights

- Individual APE NB premium grew 8% YoY against industry de-growth of 18%
- Renewal premium is affected by extension of grace period and lockdowns
- Individual Protection share to APE grew from 6.2% in Q1FY20 to 9.3% in Q1FY21
- Group business is affected by lower corporate activity
- AUM (Policyholders') as on 30<sup>th</sup> June, 2020: ₹ 34,223 cr, growth 17.4% YoY
- PAT growth of 20.7% YoY

₹ cr	Q1FY21	Q1FY20	Q4FY20	FY20
Capital	562	562	562	562
Other Reserves and Surplus	2,952	2,317	2,791	2,791
Total Premium	1,207	1,640	3,865	10,340
Profit After Tax (Shareholders')	161	134	165	608
Solvency Ratio (x)	3.00	3.02	2.90	2.90



## Empowering Distribution

### Digital Pre-Sales & Sales

Over **6 lac** activity nudges for sales on CRM

Boost, an agent engagement app, connected **10,000+** life advisors within 2 months of launch

Digital integration completed with **11** digital ecosystem partners

### Digital Fulfillment

**95%** Individual policies in Q1FY21 through Genie (need analysis & sourcing app)

**98%** Sourcing in Banca through Genie

## Enhancing Customer Experience

Whatsapp servicing launched for customers, **15k** MAU

**11k** MAU on KAYA, customer chatbot

**38k** MAU on online customer portal, focused on servicing and queries

Over **2 lac** Online renewals in Q1FY21

## Enhancing Employee Experience

### Employee Experience Improved

A comprehensive mobile-based employee app in view of Covid-situation, covering performance mgt, compensation, travel, training, expense mgt, health insurance



## Kotak General Insurance

Digital channels contributed to more than **35%** of business in Q1FY21

The Bank sources close to **50%** business digitally through BPOS, end to end issuance system

**94%** Digital payments in Q1FY21



## Kotak Securities

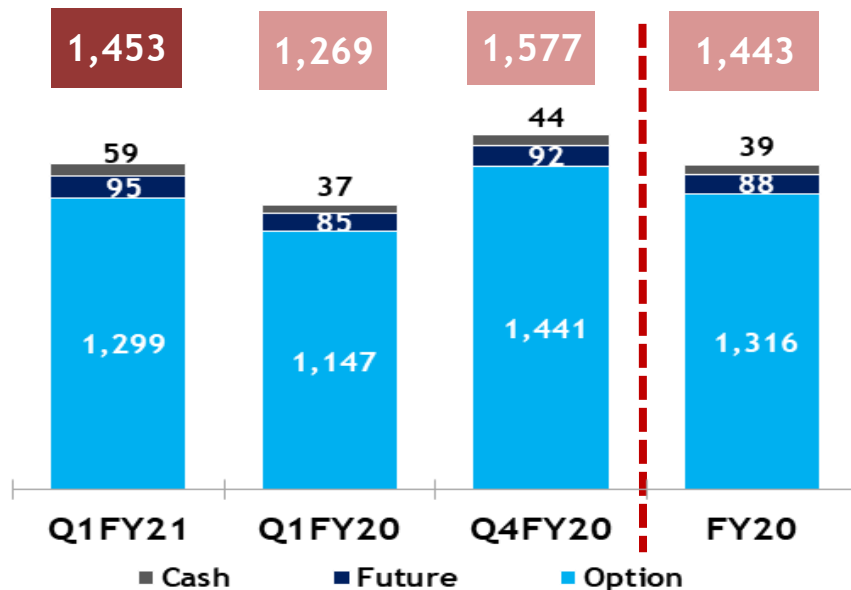


**21%**  
growth YoY  
in Online  
Total ADV

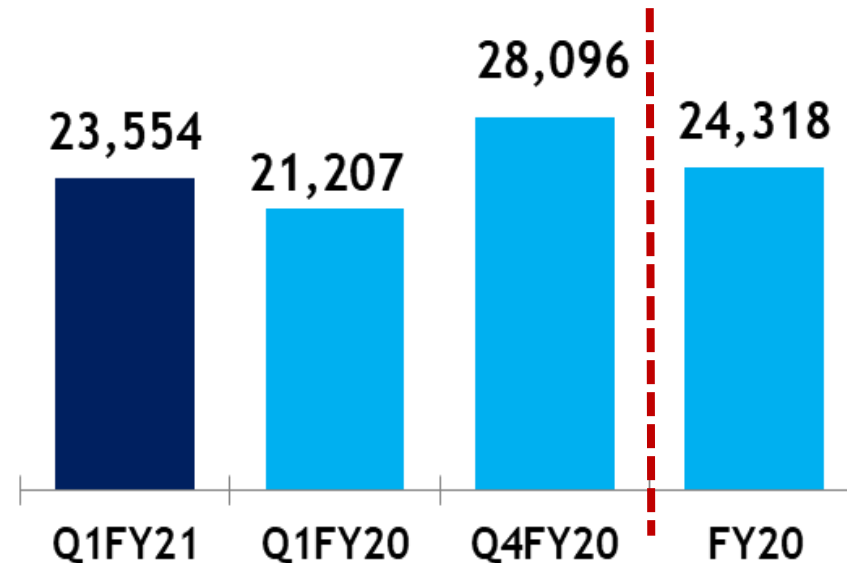


**79%**  
growth YoY in  
Mobile Total  
ADV

### Market ADV (₹ '000 cr)



### ADV (₹ cr) - KS



Kotak Securities (₹ cr)	Q1FY21	Q1FY20	Q4FY20	FY20
Total Income	459	411	463	1,690
Profit Before Tax	225	168	218	738
Profit After Tax	169	110	163	550
Market Share* (%)	1.6			

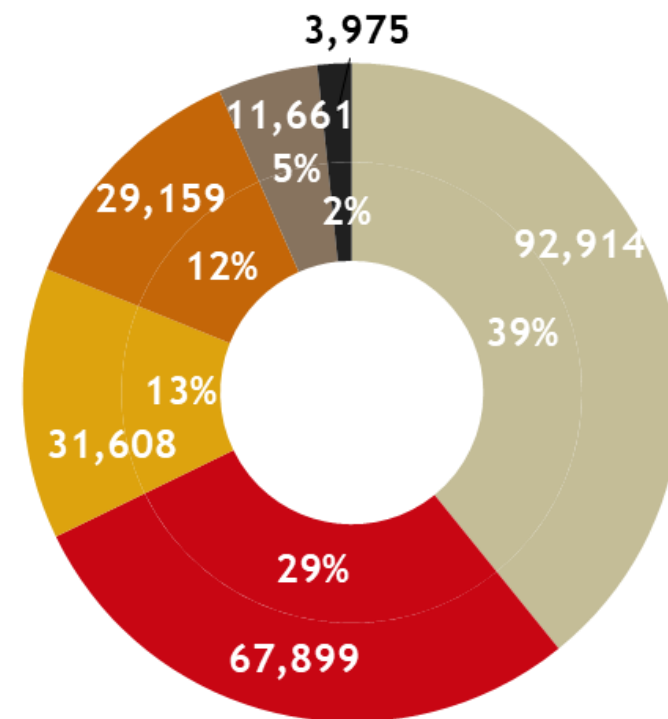
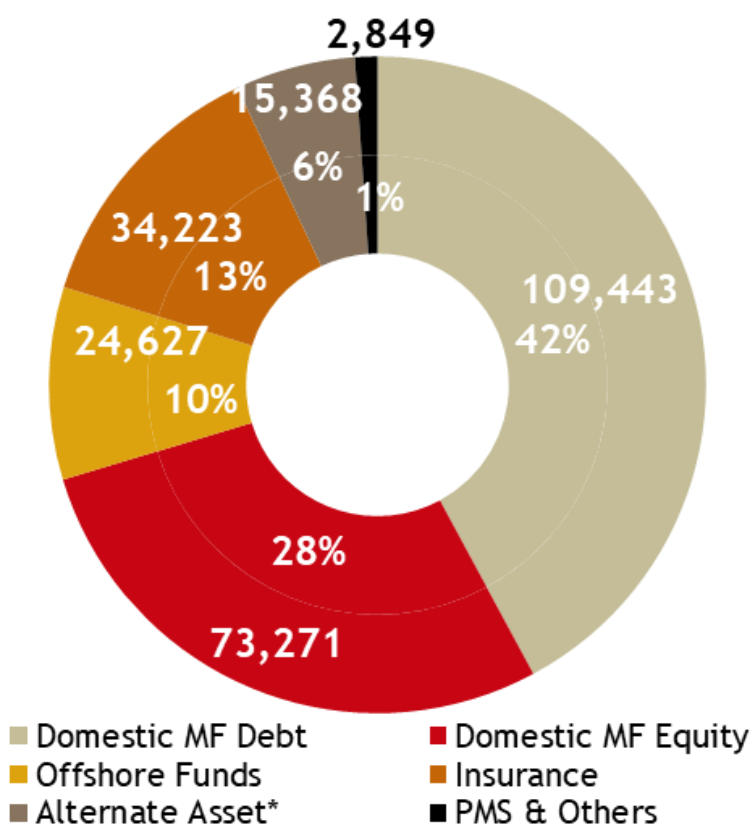
\*excluding BSE Derivative segment

Market Share in Cash Segment Q1FY21 - 7.6% (Q1FY20 - 10.0%)

1,282 branches, franchises and referral co-ordinators

## 30<sup>th</sup> Jun, 2020

## 30<sup>th</sup> Jun, 2019



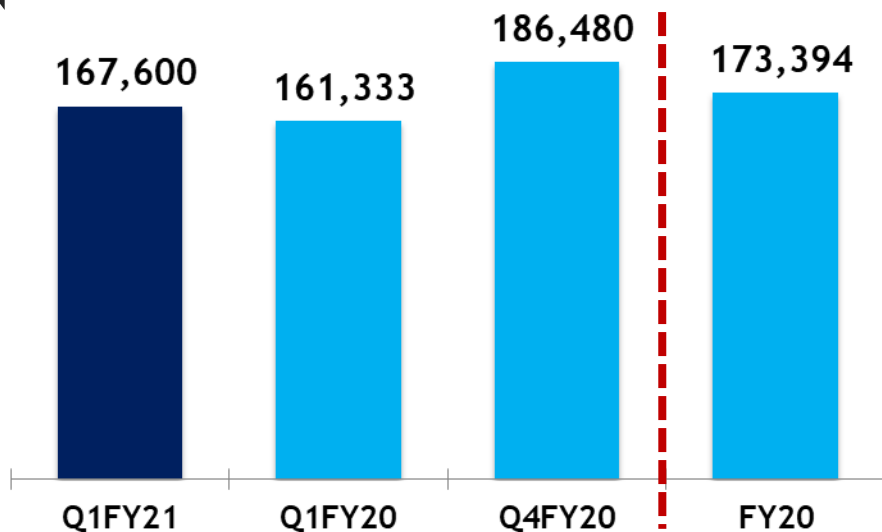
**AUM ₹ 259,781 cr**



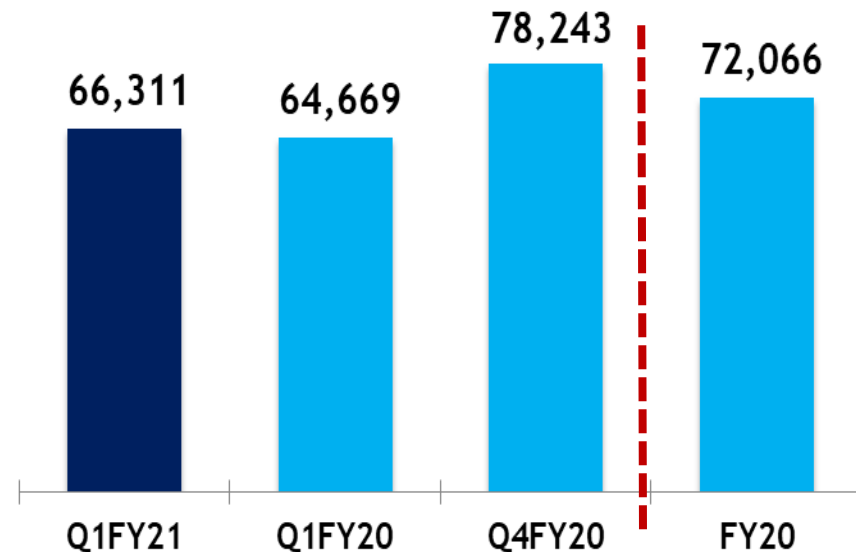
**AUM ₹ 237,216 cr**

**Relationship Value of Wealth + Priority + Investment Advisory as on 30<sup>th</sup> Jun, 2020 ~ ₹ 282,000 cr**

Average Assets Under Management (₹ cr) - Overall



Average Assets Under Management (₹ cr) - Equity



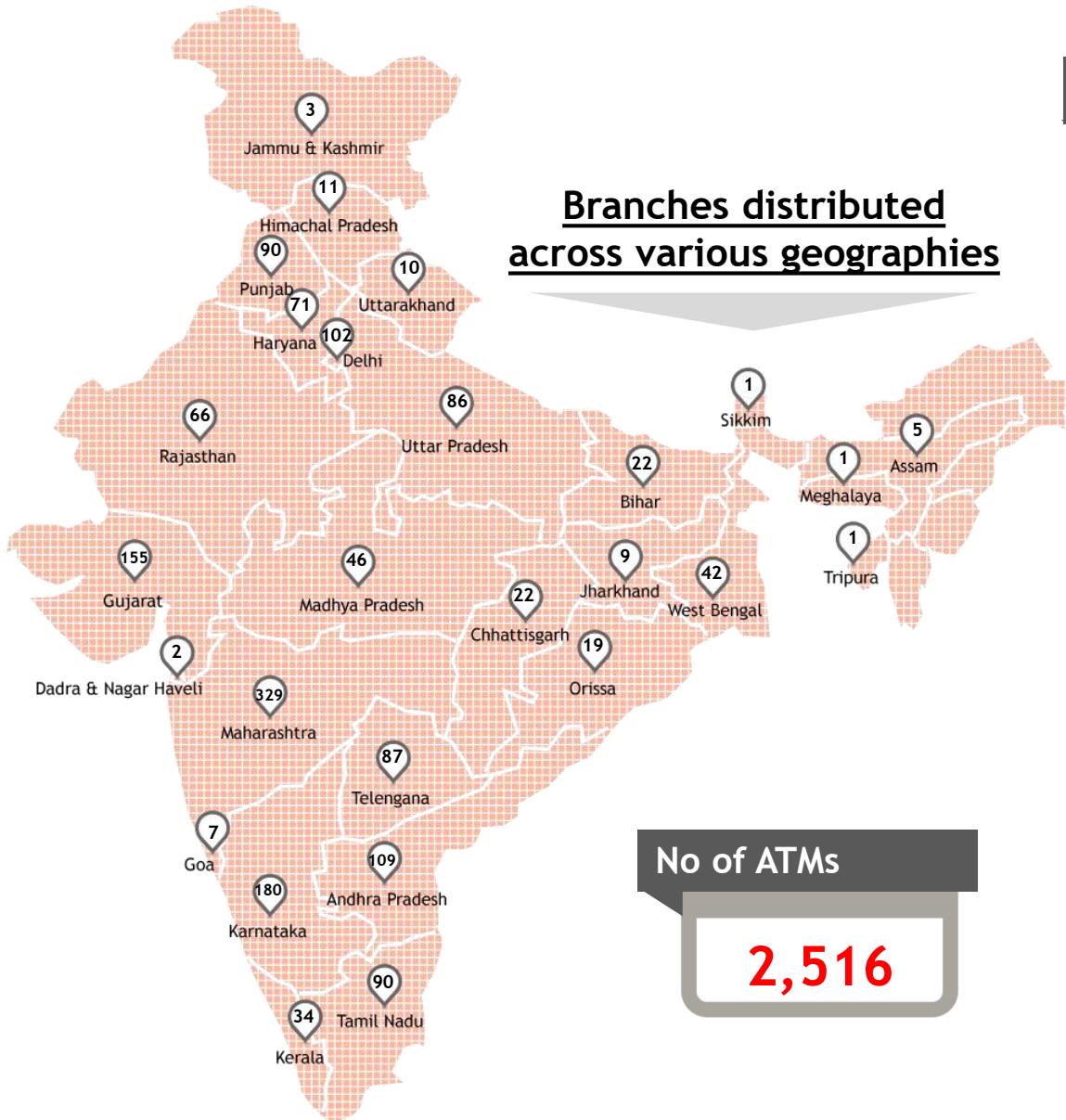
₹ cr	Q1FY21	Q1FY20	Q4FY20	FY20
Profit Before Tax	95	111	117	454
Profit After Tax	71	73	88	337

## Highlights

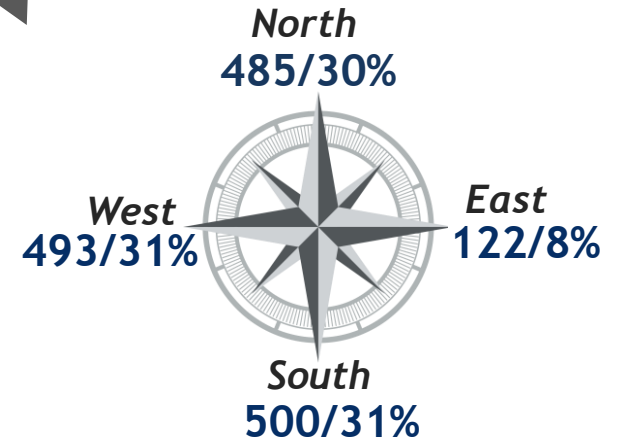
- Overall Market share on AAUM rose to 6.8% in Q1FY21 (Q1FY20: 6.3%)
- Equity AAUM market share rose to 4.9% in Q1FY21 (Q1FY20: 4.4%)



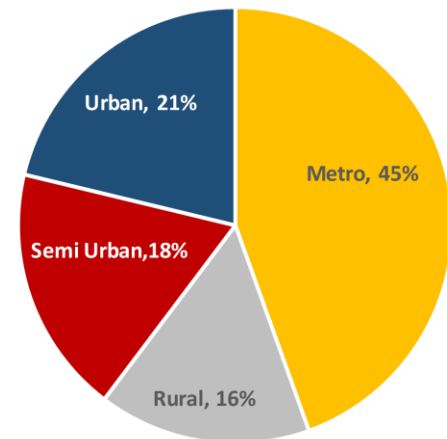
# Geographical Presence



**Branches 1,600\* [No./%]**



**Branch Classification**



**No of ATMs**

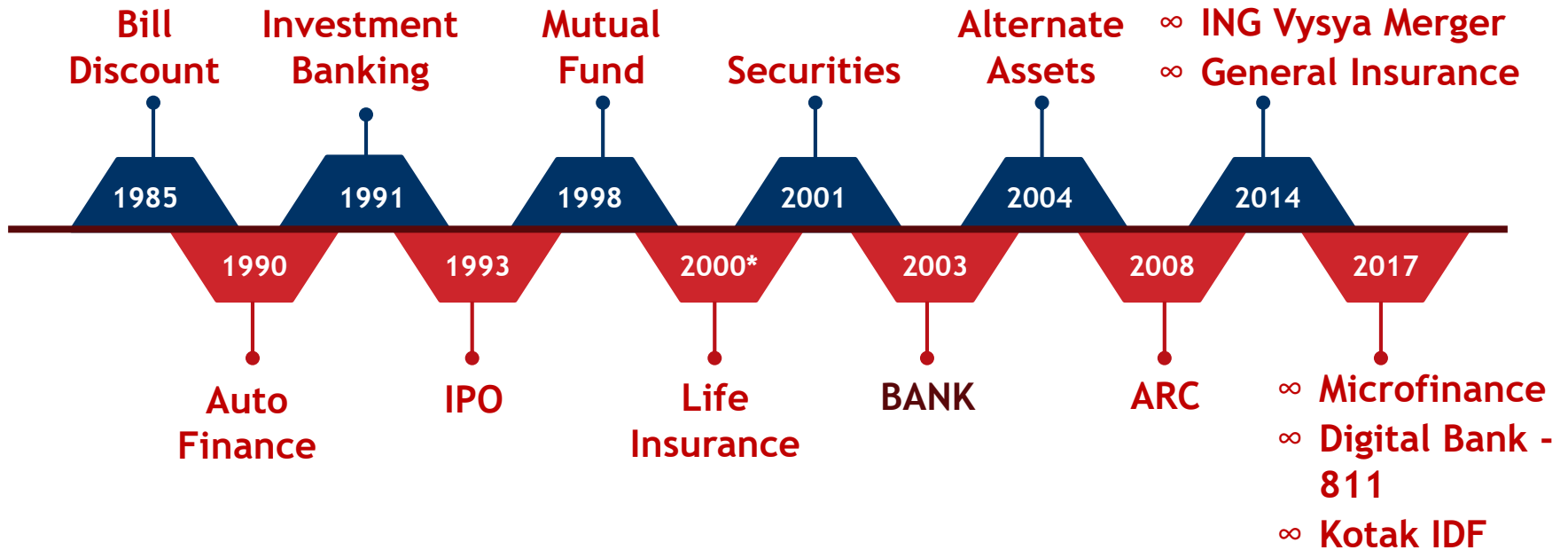
**2,516**

\* Does not include branches in DIFC, Dubai & GIFT city, Gujarat

# GROUP PROFILE

# The Journey So far...

## Ability to Identify and Capitalize on Opportunities



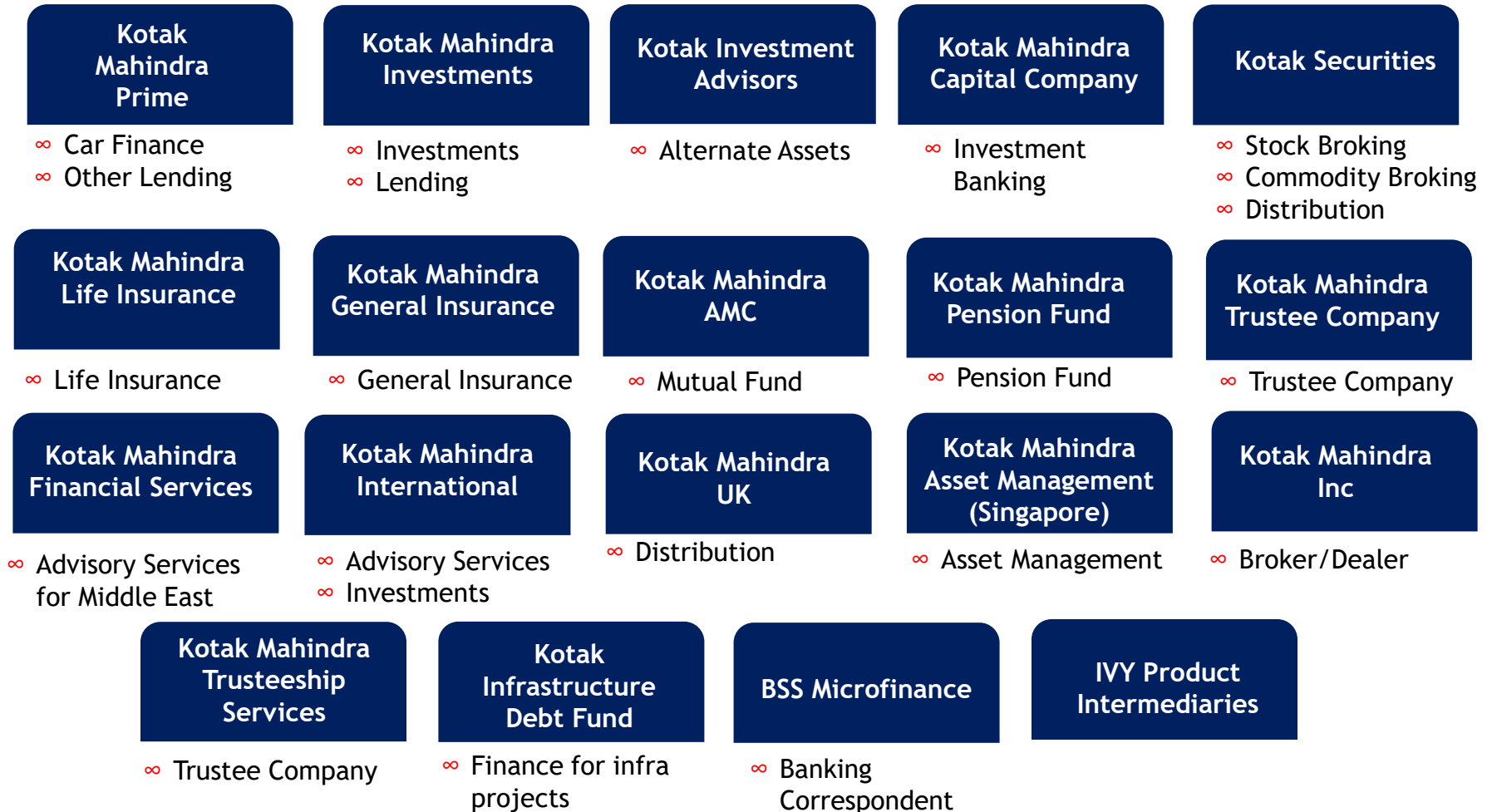
Rating for Bank, KMP, KMIL, KS, KIAL

\* License to commence was in 2001

# Kotak - Diversified & Integrated Financial Services



## KOTAK MAHINDRA BANK Commercial Bank & Parent Company



Note: All subsidiaries are 100% owned beneficially by the Bank.

# Present Across the Entire Value Chain



## Platform with Wide Product Portfolio

### Wholesale Banking

- ∞ Corporate Loans
- ∞ Trade Finance
- ∞ Business Banking
- ∞ Commercial Real Estate
- ∞ Forex/ Treasury
- ∞ Cash Management
- ∞ Custody Business
- ∞ Off-shore Lending

### Commercial Banking

- ∞ Agriculture Finance
- ∞ Tractor Finance
- ∞ Commercial Vehicles
- ∞ Construction Equipment
- ∞ Microfinance

### Consumer Banking

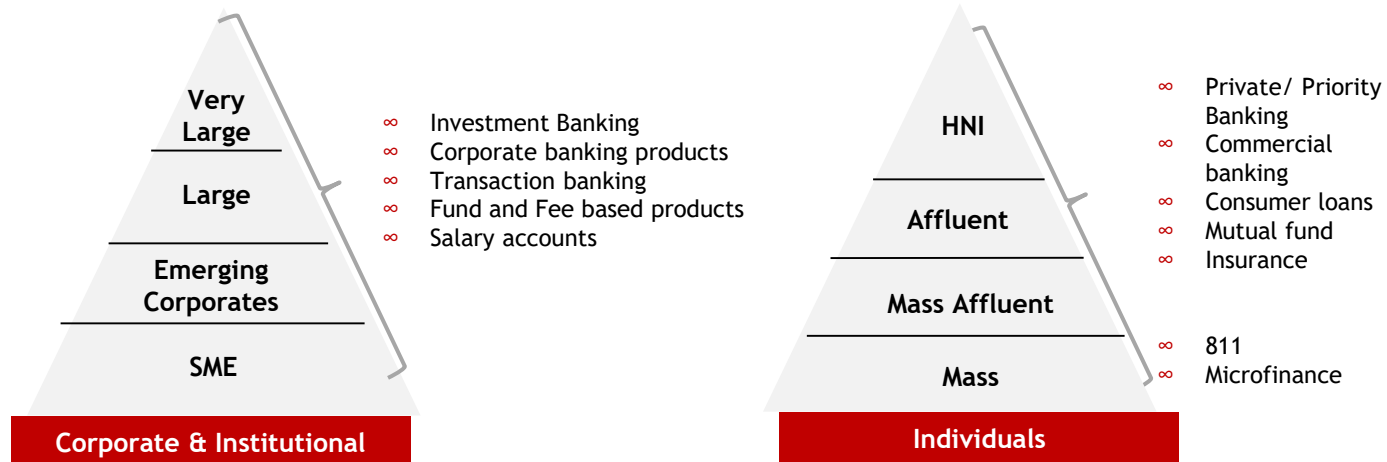
- ∞ Branch Banking
- ∞ 811
- ∞ Home loans, LAP
- ∞ Personal Loans
- ∞ Consumer Durable Finance
- ∞ Credit Cards
- ∞ Priority Banking
- ∞ Small Business Loans
- ∞ Private Banking
- ∞ Gold Loans
- ∞ Rural Housing & Business Loans
- ∞ Forex Cards

### Other Financial Services

- ∞ Wealth Management
- ∞ Car and 2W Loans
- ∞ Mutual Funds
- ∞ Alternate Assets
- ∞ Off-shore Funds
- ∞ Life Insurance
- ∞ General Insurance
- ∞ Investment Banking / DCM
- ∞ Broking
- ∞ Loan against Shares
- ∞ Infra Debt Finance
- ∞ Asset Reconstruction

## Deposits across all customer segments

## Wide Customer Coverage



Organisation structure and culture drives cross-sell and customer cross-buying across various products



**An integrated financial services conglomerate with a diversified business model**

- ∞ Balance Sheet, Market & Knowledge driven businesses encompassing all customer & geographic segments
- ∞ Wide spectrum of financial products and services help to balance against market cycles, hedge against downturns in specific segments and access multiple growth avenues
- ∞ Broad product spectrum helps meet our customers' diverse financial and investment requirements, enhancing overall customer experience



**Healthy asset quality & prudent risk management capabilities**

- ∞ Ability to assess opportunities with a focus on rewards that are commensurate with risk
- ∞ Prudent risk management, while not being averse to taking risk so long as the risk is priced to provide attractive risk-based returns
- ∞ Detailed & extensive policies covering capital adequacy, portfolio concentration limits & stress testing



**Digital & technological capabilities**

- ∞ Focused on customer acquisition, enhancement of customer experience, making internal operations efficient and enhancing our cybersecurity and data protection framework
- ∞ Investment in technology and analytics enabling cross-sell of a wide range of products on digital platforms, thereby deepening customer relationships



**Ability to identify and capitalize on opportunities**

- ∞ Ability to identify and capitalize on profitable business opportunities, create niche and differentiated business segments and offer new products and services
- ∞ Culture of innovation has allowed us to build profitable business models, and has enabled us to enter into and maintain partnerships



**Strong brand and leadership in various businesses**

- ∞ Numerous industry awards and accolades for various aspects of our business, reflect the talent of our senior management and employees as well as trust in the quality of our products and services
- ∞ Strong position across various segments of our businesses



**Strong governance culture and an experienced management team**

- ∞ 11/ 13 Group Management Council ('GMC') members have spent 20+ years with the Group & helped create various businesses since inception
- ∞ 56 members (as on Mar 31, 2020) in the 'Kotak Leadership Team' (incl. GMC) - strong succession pipeline for senior leadership positions and nurture our culture of growth, innovation & high quality governance

# Our Strategy



## Enhance Customer Experience and Trust

- ∞ To be amongst the most trusted financial services conglomerates in India
- ∞ Enhance customer experience backed by wide spectrum of products, and using cost efficient, convenient delivery channels including digital and technological initiatives
- ∞ Strengthen data, analytics capability, for higher cross-sell, and thereby contribute to future growth and profitability

## Expansion of market share in all segments of financial services in India

- ∞ Bank to continue to be the main customer acquisition engine, and leverage such customer growth by cross selling products and services offered by the Group
- ∞ Measured, value focused growth of branch network and digital banking initiatives to expand customer reach
- ∞ Comprehensive digital strategy to deepen customer relationships

## Continuously expand access to low cost liabilities

- ∞ Increase retail deposit base and current deposits
- ∞ Expand retail banking business by growing distribution network, optimizing digital channels and offering differentiated products
- ∞ Expand current deposits by providing lending solutions and range of customized products including wealth, cash management and liquidity management solutions

## Attract, retain and build a team of talented, engaged and motivated employees

- ∞ Continue to focus on the recruitment and cultivation of a high-quality, professional and empowered workforce

## Disciplined risk management leading to strong asset quality

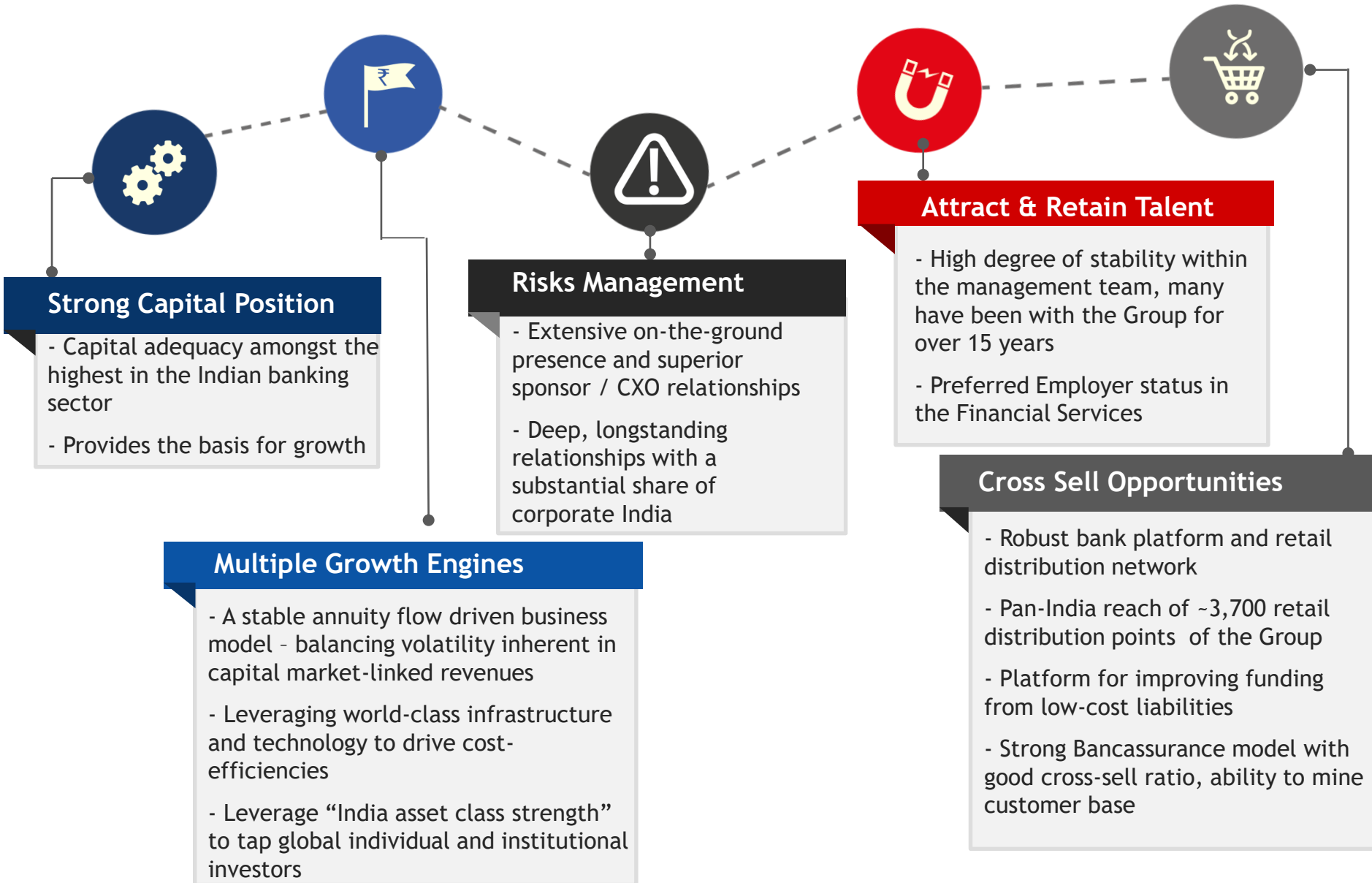
- ∞ Continually improve risk management, risk evaluation, rating methodology, and monitoring and control to maintain high quality asset portfolio
- ∞ Provide risk adjusted returns and continue to identify, assess & manage risks well in time and allocate capital amongst businesses appropriately

## Pursue inorganic opportunities

- ∞ Actively seek inorganic growth opportunities to expand market share, access new geography, customer segment or acquire new capabilities



# The Path of Leadership





# Bank Awards & Recognition



- **AsiaMoney Best Bank Awards, 2020**  
Best Corporate and Investment Bank
- **AsiaMoney Best Bank Awards, 2020**  
Best Corporate and Investment Bank
- **India Digital Awards, 2020**  
Best use of Bots - WhatsApp Banking
- **Best Tech Awards 2020 :**  
AI/ Machine Learning category for KEYA (AI powered Voicebot & Chatbot)
- **The Asset Triple A Treasury, Trade, SSC and Risk Management Awards 2020**  
Best Payment and Collection Solution (India)
- **Innovators 2020:**  
C2B platform (Cash Management) and Digital Vendor Financing solution (Trade Finance)

- **India Banking Summit & Awards 2019**
  - Best product Innovator of the year for Whatsapp Banking
  - Best Customer Service Provider of the Year
- **DX Summit & Awards**  
Best Practice in Digital Transformation 2019 for Project Velocity
- **Published by The legal 500**  
GC Powerlist Indian Teams 2019
- **India Fintech Awards (IFTA) 2019**  
Most Innovative Bank of the year
- **FE India's Best Bank Awards**  
Best Savings Bank Product
- **DMAI International Echo :**  
811 #IndiaInvited Campaign
- **The League of American Communications Professionals 2019 spotlight awards**  
Annual report titled - 'Courage of Conviction. Constancy of change' - Bronze

- **Banker's Choice Awards**
  - Best Cash Mgt Bank
  - Best Supplier Relationship Mgt
  - Best E-commerce Initiative, Application or Programme: "Kotak ALLPAY"
- **Indian Marketing Awards 2019:**
  - 811 #IndiaInvited
  - Best Use of Integrated Marketing Campaign
  - 811 #BenchofUnity
  - Gold in category 'Use of Consumer Insight'
- **Magna Awards 2019 by Business world**
  - Best Mid- Size Bank
  - Fastest growing Mid size Bank
- **Ms. Shanti Ekambaram**
- **The 50 most powerful women by Fortune India**
- **The Most powerful Women in Business 2019**  
Business Today
- **13<sup>th</sup> ICAI Awards**  
CA Business Leader Award



Mr. Uday Kotak

- **Lifetime Achievement Award**  
Magna Awards 2019 by Businessworld
- **CEO of the Year Award**  
CNBC-Awaaz CEO Awards 2018
- **Global Leadership Award**  
USIBC Global Leadership Award
- **Banker of the Year**  
Businessworld Magna Awards 2018
- **Best CEO in Banking sector**  
Business Today Best CEO Awards 2019
- Mr. Jaimin Bhatt
- **CFO Award**  
For Sustained Excellence Over a Decade

# Awards and Recognition



**FinanceAsia Country Awards 2020**  
Best Private Bank (India)

**Asiamoney Asia Private Banking Awards 2020**  
- Best Domestic Private Bank (India)  
- Best for HNW (India)  
- Best for Investment Research (India)

**PWM Wealth Tech Award 2020**  
Best Private Bank for Digital Customer Experience, Asia

**Finance Asia Achievement Awards**  
Best India Deal - Embassy Office REIT \$690 million

**Global Finance**  
Best Private Bank for New customer segments globally

**Global Finance 2020 Private Bank Awards honouree**



**2019 Finance Asia Country Awards**  
Best Broker

**Gold at ACEF for Email marketing & successful of technology**

**Asiamoney Brokers poll**  
Ranked first in India in 2019

**Asiamoney Brokers poll**  
Best for overall research (India) in 2019



**VCCircle Awards 2020 Winner**  
Fund Raiser of the Year - Private Equity (KIAL)



**Thomson Reuters Lipper India 2019 fund Awards - India Fund Award for Kotak Equity Arbitrage Fund**  
Regular Plan-Growth Option (5 yrs & 10 yrs)

**Best Value Creator Fund Debt : Business Today - Money Today Financial Awards 2018-2019**  
Corporate Bond Fund

**2019 CIO100 Award**



**FinanceAsia Country Awards 2020**  
Best Investment Bank (India)

**The Asset Triple A Country Awards 2019**  
- Best Equity Advisor, India  
- Best M&A advisor  
- Best IPO, India Embassy Office parks REIT US\$688mn IPO  
- Best QIP, India for Godrej Properties US\$302 mn QIP  
- Best rights issue, India, for Vodafone Idea's US\$3.6 bn rights issue



## DIPAK GUPTA

- ❑ Joined Kotak in 1992; **First charge** | Senior Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I used to be an engineer and then a consultant. My first job at Kotak was to look after the Lease and Hire Purchase business. We built one of the largest leasing businesses in the country. When Ford Credit came to India around 1995-96, we entered into a joint venture with them and it was very interesting discussing, debating and negotiating with them. I went on to become the head of that joint venture. Running different businesses while still being in the same fold gives you the twin benefit of a deeper perspective and wider all-round growth.



## SHANTI EKAMBARAM

- ❑ Joined Kotak 1991; **First charge** | Senior Manager - Bill Discounting
- ❑ **Current charge** | Group President - Consumer Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak from a foreign bank. Since financial services was still a new area I was apprehensive but here was a company that seemed young and hungry. In the back of my mind, I knew I could always go back to a MNC if things didn't work out. That was 27 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced FIIs and started the M&A desk. When we entered into a strategic alliance with Goldman Sachs, I moved to look after that business and we dominated the GDR and private placement markets. I subsequently moved into the domestic Investment Banking business to develop corporate relationships, then head Fixed Income. In 1998, I took over as the CEO of the Investment Bank and we went on to top the league tables. In 2003 when the bank project was launched I was given the opportunity to build the wholesale bank. I handled the corporate banking business till Mar-14, I am now handling consumer banking business. I don't think any MNC would give me so many opportunities for learning and growth.



## D.KANNAN

- ❑ Joined Kotak in 1991; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Group President - Commercial Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Joined Kotak Mahindra Finance as Assistant Manager and was part of the start up team which set up the Karnataka operations and moved up to be the State Head. Was Asst. Vice President, Asset Finance Division, between 1995 to 1998. Took over as Vice President Sales and Marketing, Ford Credit India Ltd, in 1998 and continued till 2000. Moved to Kotak Securities, in 2000, launched Kotak Securities.com, the internet broking platform and set up the Retail brokerage business. Have been the Managing Director of Kotak Securities since April 2010 and have moved to the Bank in August 2014

## GAURANG SHAH



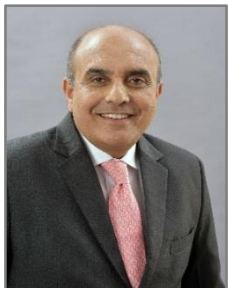
- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | Whole-time Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** Came from corporate finance background & joined Kotak's Car Finance business in 1996. In 1999, Took over as Executive Director of Car Finance & by 2002, we had built one of India's most profitable car finance companies. In 2002, Took over as head of Retail Assets & added Home Loans, SME lending & agricultural finance incl. tractor loans to our retail portfolio. In 2004, moved to Life Insurance. 2010 onwards, was responsible for life insurance, mutual funds, international subsidiaries & then started general insurance business in 2015. I now oversee the Insurance, Domestic & International Asset Management, Asset Reconstruction Division and Alternate Assets businesses of the Group and am a Non-Executive Director on the boards of the insurance, asset management and international business entities, which are subsidiaries of the Bank. Prior to this, I headed Group Risk Management.

## G. MURLIDHAR



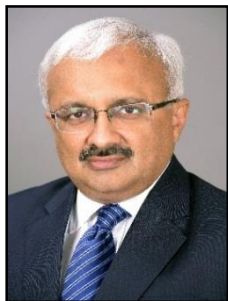
- ❑ Joined Kotak in 2001; **First charge** | Chief Financial Officer, Kotak Life Insurance;
- ❑ **Current charge** | Managing Director & Chief Executive Officer, Kotak Mahindra Life Insurance
- ❑ **On being a professional entrepreneur** Coming from a manufacturing & financial background, I transitioned to the new & emerging insurance sector for the challenges it would entail, in the role of CFO & founding member of Kotak Life Insurance in 2001. I initially focussed on building financial, operations & servicing capabilities of the company. I was appointed COO in 2007 and then MD & CEO in 2011. In this phase, my focus is to build an efficient distribution network and improve customer experience so as to deliver value to customer and all stakeholders. Kotak has provided me the opportunity to put my beliefs into action.

## JAIDEEP HANSRAJ



- ❑ Joined Kotak in 1993; **First charge** | Assistant Manager, Kotak Mahindra Finance
- ❑ **Current charge** | CEO -Kotak Securities
- ❑ **On being a professional entrepreneur** My first job at Kotak was to garner liabilities for the Group. I then moved to Kotak Securities to head the Eastern region and then to Dubai as Head of the Middle East operations. I came back to India in 1999 to run the Private Client Group at Kotak Securities which is now the Wealth Management business of the Bank. From 2014, I have been responsible for the priority banking group of the bank as well. The independence and freedom given by the bank has helped me becoming a professional entrepreneur. Have recently moved to Head the retail securities business of the Group.





## JAIMIN BHATT

- ❑ Joined Kotak in 1995; **First charge** | Proprietary Investments
- ❑ **Current charge** | Group President - Group CFO, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | My initial work at Kotak was in the area of Proprietary Investments, where I worked with Narayan SA. Around the time of the Ford JV, I was invited to be on the team structuring the JV and that was very exciting. I moved to the Investment Bank and handled M&A. I was involved in a number of exciting transactions. Thereafter my role grew into larger operational role at the Investment Bank and also included doing structuring work for the Group. What stands out for me is the freedom and sense of responsibility that one gets and this, in turn, instills a lot of self-confidence. As you grow and inculcate the same sense of self-confidence in those around you, it becomes a part of the culture.



## K.V.S.MANIAN

- ❑ Joined Kotak in 1995; **First charge** | Compliance, Kotak Mahindra Capital Company;
- ❑ **Current charge** | Whole-time Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | After two years in Investment Banking, I moved into Corporate Finance. I was instrumental in turning around and building the Retail Asset Finance Division (including the early stages of the Commercial Vehicle and Personal Loans Businesses). When the Group restructured its business in preparation for the conversion to a bank, I managed the team working on viability, decision making and structuring of the banking business as a project. I used to oversee the Personal customer segment comprising of the Home Finance Division, the Consumer Services Group, Credit Cards and the Auto Finance Business, in addition to the Branch Banking and Retail Liabilities business. I handled the consumer banking business till Mar-14, I am now handling Corporate, Institutional, Investment banking & Wealth Management business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.

## NARAYAN S.A.

- ❑ Joined Kotak in 1991; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | Group President - Group Treasury, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as in institutional business. I believed that retail broking was an opportunity waiting to happen and took up the challenge of going retail. I always wanted to be an entrepreneur and Kotak gave me an opportunity to build a business that any entrepreneur would be proud of.





## NILESH SHAH

- ❑ Joined Kotak in 2015; **First charge** | Managing Director - Kotak Mahindra Asset Management Co. Ltd.
- ❑ **Current charge** | Managing Director - Kotak Mahindra Asset Management Co. Ltd.
- ❑ **On being a professional entrepreneur** | We are in the business of managing trust and confidence of millions of investors. Kotak provided me an entrepreneurial platform to discharge fiduciary responsibility to provide financial inclusion to millions of investors.



## VENKATTU SRINIVASAN

- ❑ Joined Kotak in 1993; **First charge** | Branch Manager, Pune Branch, Kotak Mahindra Finance
- ❑ **Current charge** | Group President- Asset Reconstruction & Structured Credit, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Kotak Mahindra Group provided me a great platform and opportunity to kick start and grow many of the embedded businesses of Commercial Banking, mainly in the areas of CV/CE, Agri Finance etc. Later on when the opportunity unfolded with NPAs burgeoning in the economy in the late 90s, I was incharge of pioneering and starting the Asset Reconstruction business, when the concept was nascent or unheard of in the country. Over the last 18 years, I have grown the Asset Reconstruction business significantly through nursing and structuring of several Non Performing loans with dedicated teams & providing a work out through focussed stressed resolution process. Professional entrepreneurship at Kotak has taught me that for success, one needs the following three sides of triangle, Vision, Strategy & Execution and at the centre piece of it are the values and ethics which the firm and you stand for.



## VIRAT DIWANJI

- ❑ Joined Kotak in 1994; **First charge** | Branch Manager - Baroda, Kotak Mahindra Finance
- ❑ **Current Charge** | Group President - Retail Liabilities & Branch Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur:** I started my career in Management Consulting and for the first six years focussed on implementing business process reengineering and systems design across private and public sector organizations within the domestic and international markets. Thereafter I have been with the Kotak Group for over two decades and led 10 diverse business lines cutting across Assets and Liabilities. It's been an exhilarating journey since then and some of career milestones include handling the first JV of the Group with an overseas partner, Ford Credit as the Managing Director and incubating and growing two very niche customer segments viz, Priority & NRI Banking. In the recent past I managed the integration of ING Vysya's retail distribution network with the branch banking network of Kotak, a melange of not only business but culture, talent and a unified vision. The mantra that I live with, is 3P X 2P, i.e. driving Profitability, Productivity and Performance through an active interplay of People (Talent / Teamwork) and Processes (Control / Compliance / Customer).

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